NAVAL MEDICAL LOGISTICS COMMAND
Fort Detrick, Maryland

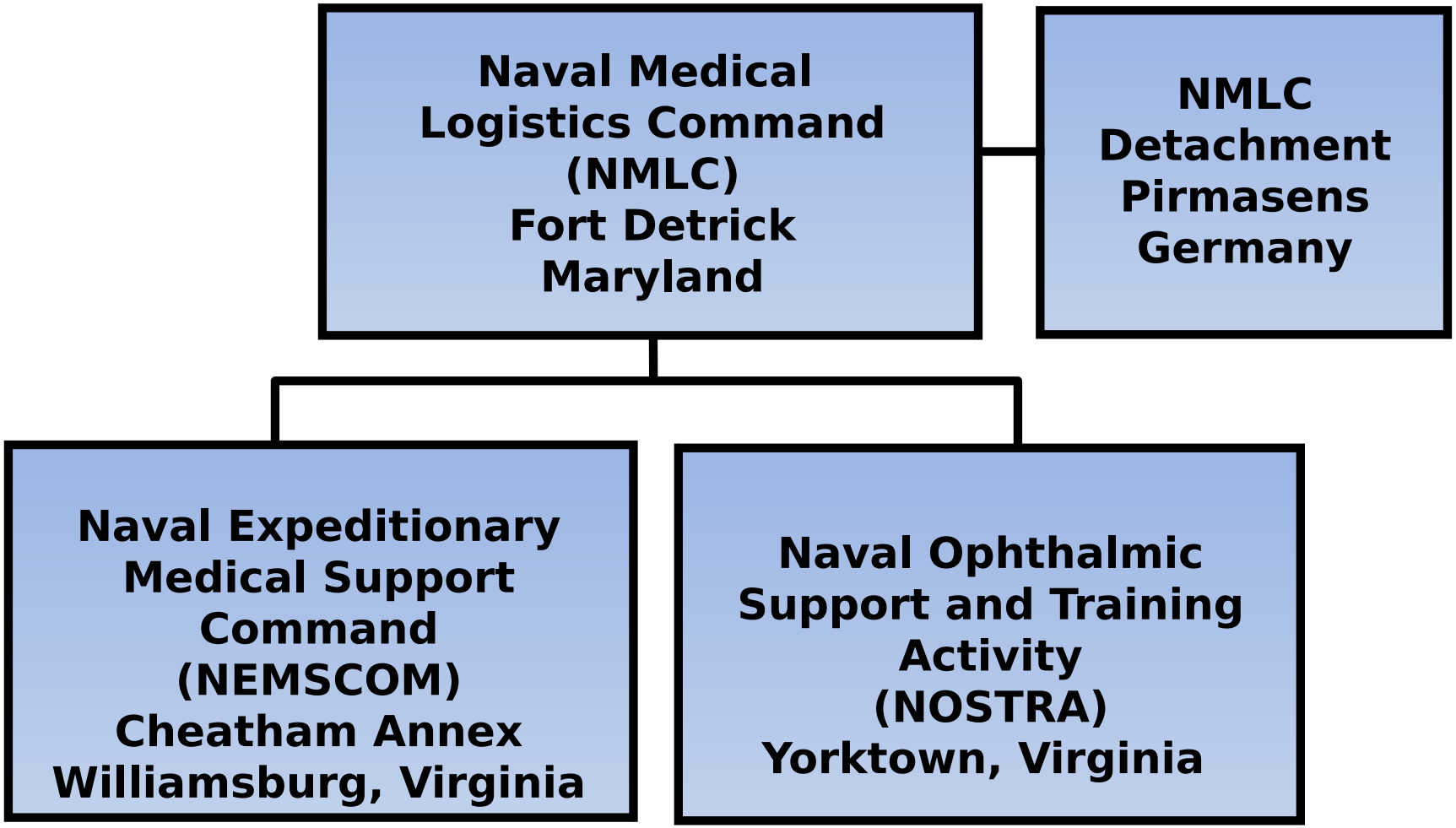
CAPT James 'Bernie' Poindexter III, MSC, USN
Commanding Officer

CDR Edward Sullivan, MSC, USN
Executive Officer

HMCM David Hall
Command Master Chief

Naval Medical Logistics Command
693 Neiman Street
Fort Detrick, MD 21702

NMLC AOR ORGANIZATION


Naval Medical Logistics Command (NMLC) Fort Detrick Maryland
NMLC Detachment Pirmasens Germany
Naval Expeditionary Medical Support Command (NEMSCOM) Cheatham Annex Williamsburg, Virginia
Naval Ophthalmic Support and Training Activity (NOSTRA) Yorktown, Virginia

NMLC's AOR Staffing

UIC	Command	Location	Officers	Enlisted	Civilians	Contractors	Total Onboard
62645	**NMLC**	**Frederick, MD**	12	15	140	38	205
47463	NMLC Det	Pirmasens, Germany	1	2	0	0	3
68610	**NEMSCOM**	**Willamsburg, VA**	9	15	49	0	73
63439	**NOSTRA**	**Willamsburg, VA**	3	27	91	12	133
4165A	NOSTRA Det	Quantico, VA	0	0	2	0	2
4166A	NOSTRA Det	Norfolk, VA	0	1	1	0	2
4167A	NOSTRA Det	Camp Lejuene, NC	0	1	1	0	2
4168A	NOSTRA Det	Mayport, FL	0	1	1	0	2
4169A	NOSTRA Det	Pensacola, FL	0	1	1	0	2
4279A	NOSTRA TOPS	Willamsburg, VA	0	4	2	0	6
		Totals:	***25***	***67***	***288***	***50***	***430***

*** As of 13 April 2012**

No significant changes in End Strength have occurred in recent history

CO's Command Philosophy

NMLC will:

- **Hold ourselves to the highest personal and professional ethical standards.**
- **Value and respect the contribution of each member of the command.**
- **Strive to achieve the clear, timely, honest and respectful communication that is essential to serving our customers successfully.**
- **Take the time and effort to build effective working relationships by listening, respecting diversity of ideas and backgrounds, and developing trust through our reliability and honesty.**
- **Develop and instill a culture that rewards initiative and innovation while not overreacting to setbacks and miscues.**
- **Hold space for differences of opinion and leverage those differences to achieve innovative solutions.**
- **Take ownership (accountability) of our work.**
- **Pursue continuous professional development and technical proficiency to assure successful mission accomplishment, today and tomorrow.**

NMLC Quality Policy

We are committed to setting the standard for professional excellence by exceeding our customers' needs with quality medical logistics support.

We will identify and obtain cost effective and technologically sound medical materiel and health care services to support the continuum of care that maximizes the readiness of the Naval Service worldwide.

We will continuously strive to improve our processes through self-sustaining Continuous Quality Improvement(CQI).

NMLC's Major Products/Services

Acquisition Management Support – Code 2

- Healthcare Personal Service Contracts (PSCs)
- Medical Equipment, Maintenance & Supply Contracts (ESS)
- Research & Development Contracts, Grants, and Cooperative Agreements

Medical Equipment & Logistics Solutions (MELS) – Code 3

- Centralized MTF Medical Equipment and Maintenance Program Management
- Personal Property Management
- Centralized MTF Medical Equipment Program Management
- Navy Medicine's Shelf-Life Extension Program (SLEP) Management
- Total Life-Cycle Logistics Assist Visits
- Digital Imaging Network/Picture Archiving Communication System (DINPACS) Program Manager
- Navy's Field Operating Agency (FOA) and Service Representative at Defense Logistics Agency–Troop Support (DLA-TS) for Pharmacy & Medical/Surgical MTF Prime Vendor Support
- Navy's Field Operating Agency (FOA) for Vaccination / Immunization (H1N1) Distribution

Operational Forces Support – Code 4

- Assemblage (AMAL / ADAL) Management and Class VIII (Medical) Commodity Management for the Naval Operating Forces
- Naval Operating Forces (Ashore and Afloat) Medical Equipment Procurement Program Management
- New Ships Construction and Overhaul Fitting Out and Outfitting
- Integrated Logistics System (ILS) Product Support of Naval Operational Forces Medical and Dental Equipment

Logistics Business Systems Support – Code 6

- Defense Medical Logistics Standard Support (DMLSS), Standard Procurement System (SPS), and Wide Area Work Flow (WAWF) Functional and Sustainment Support

Healthcare Service Strategies (HSS) – Code 7

- Healthcare Services Statement of Work (SOW) Development
- Market Research and Cost Estimates for Healthcare Services

Business, Commercial and Fiscal Law Services

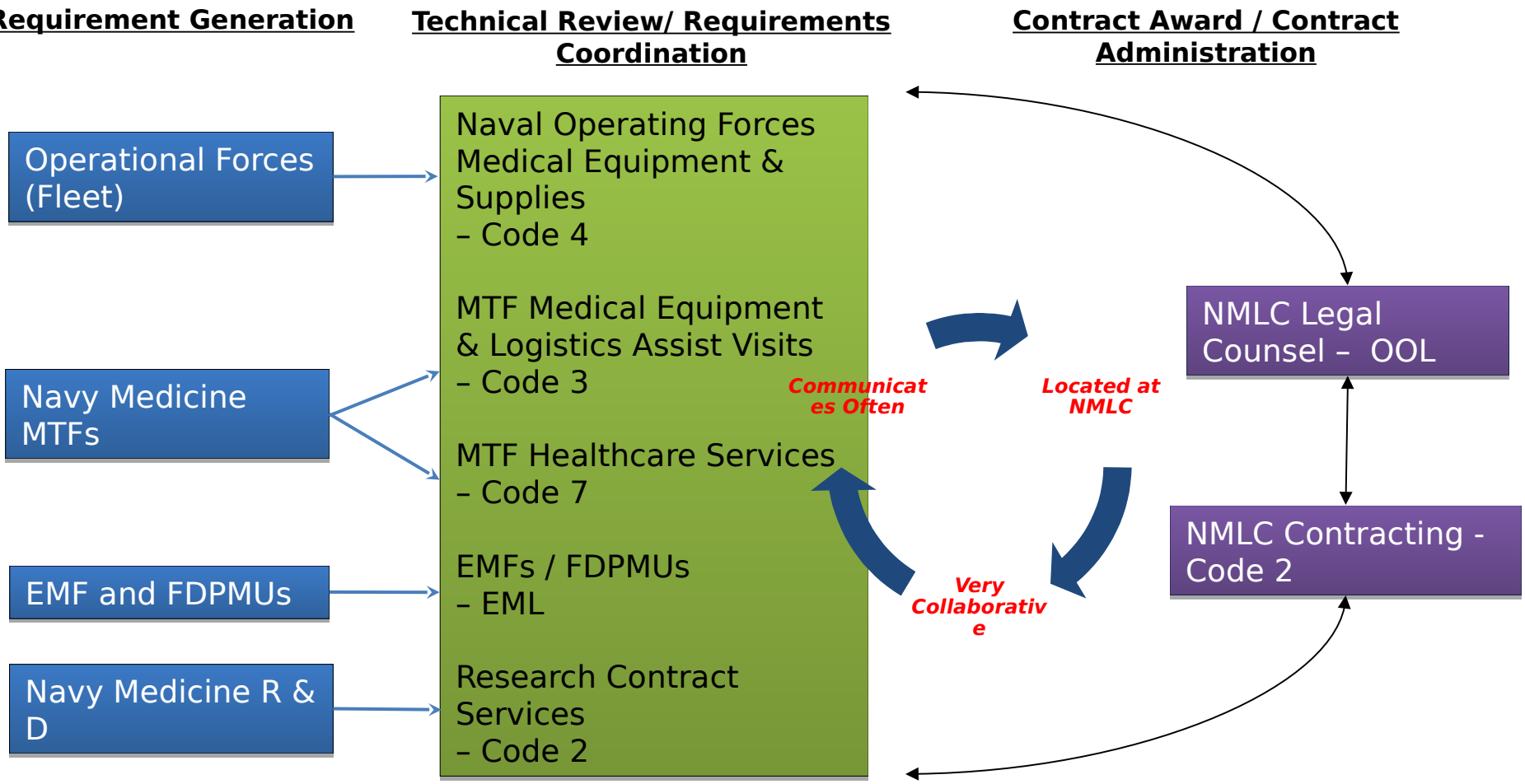
- Contract Law Advisor to Navy Medicine

Expeditionary Medical Logistics (EML)

- Expeditionary Medical Facilities (EMFs)
- Forward Deployable Preventive Medicine Units (FDPMUs)

NMLC's Services Model

How NMLC's Customers access our procurement services


Requirement Generation
Technical Review/ Requirements Coordination
Contract Award / Contract Administration
Operational Forces (Fleet)
Navy Medicine MTFs
EMF and FDPMUs
Navy Medicine R & D
Naval Operating Forces Medical Equipment & Supplies – Code 4
MTF Medical Equipment & Logistics Assist Visits – Code 3
MTF Healthcare Services – Code 7
EMFs / FDPMUs – EML
Research Contract Services – Code 2
Communicates Often
Located at NMLC
Very Collaborative
NMLC Legal Counsel – OOL
NMLC Contracting - Code 2

Navy Medicine's Total Acquisition Process

Health Care Services

TOTAL Cycle Time

PALT

Category	Responsible
1. Acquisition Planning	
a) Define Requirement	a) Customer
b) Build SOW	b) NMLC / Customer
c) Conduct Market Research	c) NMLC / Customer
d) Develop Cost/Price Estimate	d) NMLC / Customer
e) Define Procurement Strategy	e) NMLC / Customer
f) Final Review / Approve SOW	f) NMLC
g) Provide Funding	g) Customer
2. Procurement / Contracting	
a) Develop Solicitation	a) NMLC
b) Conduct Legal Review	b) NMLC
c) Issue Solicitation to Industry	c) NMLC
d) Develop / Submit Proposal	d) Vendor
e) Evaluate Proposal - price & technical	e) NMLC / Customer
f) KO review / negotiate contract award	f) NMLC
3. Start-Up	a) Vendor
a) Conduct Healthcare Provider Recruiting	b) Customer / Vendor
b) Conduct Credentialing	c) Customer / Vendor
c) Provide Facility Access	

**PALT – Procurement Administrative Lead Time

Key Success Factors:

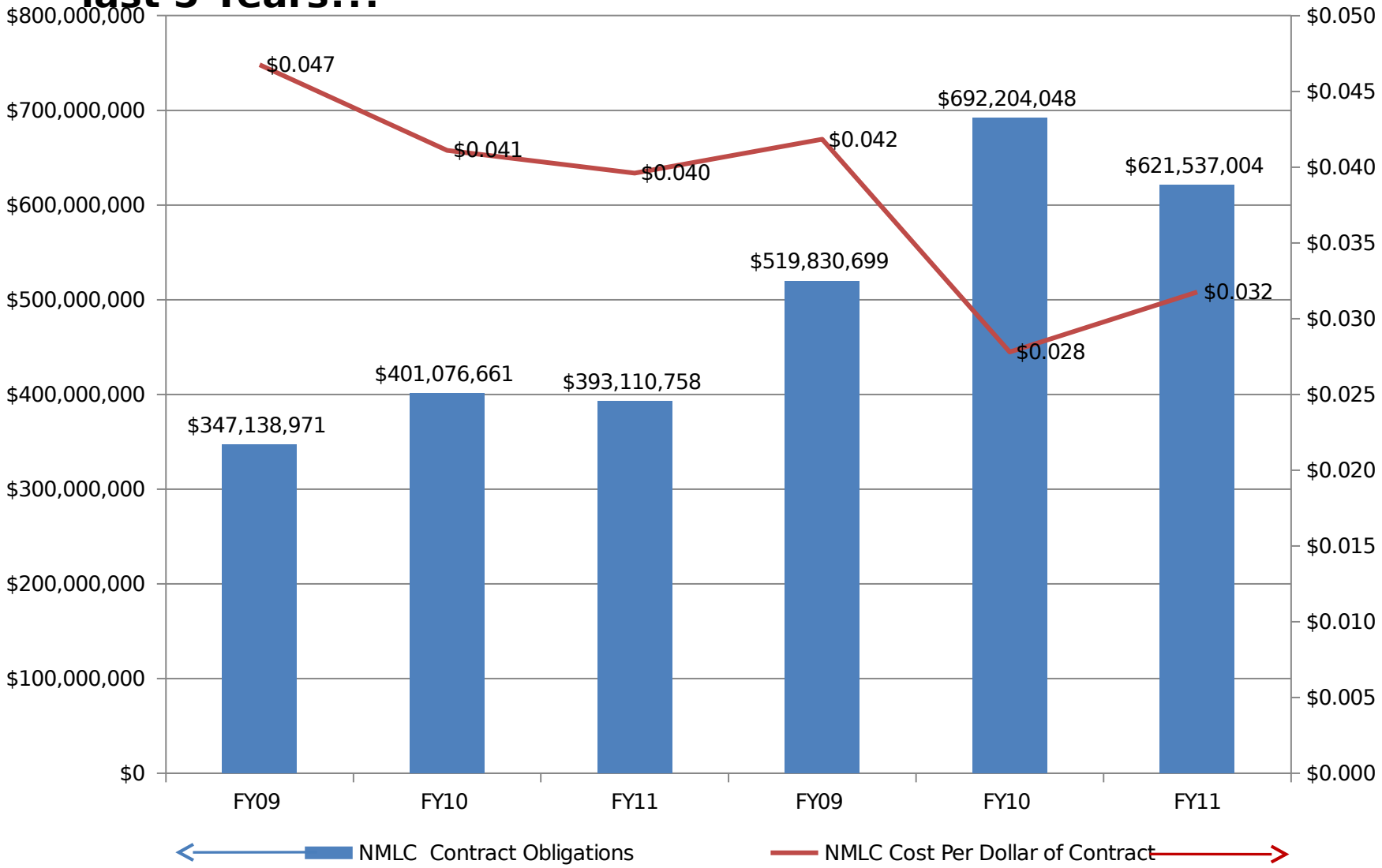
- *Shared understanding of roles and responsibilities; commitment (resources and time) to the acquisition process*
- *Effective & timely collaboration on market research, technical specifications, procurement strategy, Statement of Work (SOW) development & approval*
- *Timely funds authorization/flow*
- *Effective communication for problem solving, process management, leadership awareness*
- *Defined decision making process*

Common Factors Lengthening the Process:

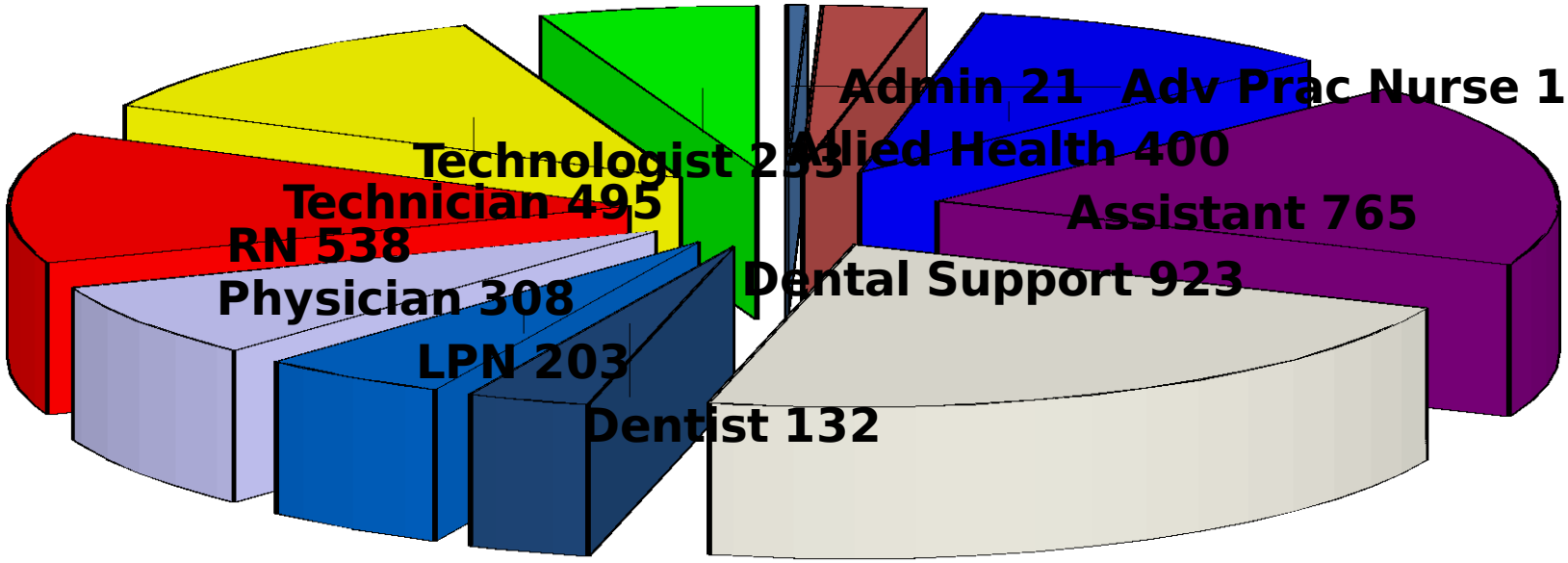
- *More complex / greater dollar value / new requirement*
- *Market factors outside the control of Customer / Vendor / Contracting Officer (KO)*
- *How often decisions / final requirements are changed*
- *Limited market information / awareness*
- *Untimely funds flow*

NMLC GROWTH IN OBLIGATIONS FY06 – FY11

NMLC has doubled its output for Navy Medicine over the last 5 Years!!!



Current FY12 Navy Medicine Contract Healthcare Services



GRAND TOTAL: 4,128 FTE

*** Values at $411.4M

This very time last year there were 4,042 FTEs valued at $417.2M
*(*2%increase in FTEs from last year but a 1.5% decrease in cost*)*

Navy Medicine Medical Equipment Program

Current Medical Equipment Program Asset Values:

Line Items –111,511
Dollar Value – $840M
Average Median Age of Medical Equipment – 3.95 years
* ***- Industry average is between 7-8 years***

Funding Executed on BSO Medical Equipment for Replacement and Emerging Technology					
	FY09	**FY10**	**FY11**	**FY12** ***(Projected)***	**Avg Yearly Total**
O&M	$28M	$81M	$78M	$57M	$61M
OP	$55M	$105M	$64M	$57M	$70M
Totals	$83M	$186M	$142M	$114M	$131M

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Naval Medical Logistics Command Detachment - Pirmasens, GER

U.S. Army Medical Material Center, Europe (USAMMCE)

USAMMCE provides medical logistics support and training across the full spectrum of military operations to EUCOM, CENTCOM, and AFRICOM.

The NMLC Det Team leads USAMMCE's Customer Support Division (CSD) and specializes in providing services in the areas of:

- **Life Cycle Management of Class VIII (medical) material**
- **Clinical and Bio-Medical Engineering of medical equipment**
- **Clinical Advisory and consultation**
- **Optical Fabrication**
- **Assemblage of sets, kits, and outfits**
- **Reconstitution of major and minor medical assemblages**
- **Supply Chain training of logisticians in theater of operations**

The CSD is currently staffed with the following team members:

- **Navy medical logistics officer**
- **Navy Hospital Corpsmen with expertise in biomedical engineering and pharmacy**

USAMMCE
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Navy Expeditionary Medical Support Command (NEMSCOM)

Collaborates with NMLC's Expeditionary Medical Logistics (EML) Program Office to Design / Build Expeditionary Medical Facilities (EMFs) and Forward Deployable Preventive Medicine Units (FDPMUs)

Naval Ophthalmic Support & Training Activity (NOSTRA)

Per designation of the Navy's Surgeon General, NOSTRA acts as the lead service agent for the Optical Fabrication Enterprise (OFE)

Provides optical fabrication services in support of all operational, contingency, and humanitarian missions worldwide, in peacetime and wartime

Trains all Navy and Army opticians within the Tri-Service Optician School (TOPS)

Directorate Briefs

1. Code 2 – Acquisition Management
2. Code 7 – Healthcare Services Strategies
3. Code 3 – Medical Equipment & Logistics Solutions
4. Code 4 – Operational Forces Support
5. Code 6 – Logistics Business Systems
6. Office of Counsel
7. Command Operations Officer
8. EML Program Office

Acquisition Management

NMLC Code 02

Authorized by Naval Supply Systems Command (NAVSUP) to procure medical equipment, supplies and personal services to support Operational Forces, MTFs and specialty commands

Code Mission:

- **Award and administer Healthcare Personal Services Contracts.**
- **Award and administer contracts for medical equipment and supplies for MTFs and operational forces.**
- **Award and administer contracts in support of the DOD Drug Screening Program.**
- **Award and administer Research and Development contracts in support of NMRC**
- **Award grants and cooperative agreements in support of Navy Medicine research objectives.**

Acquisition Management

Recent Successes/Improvements:

- **Outfitting and continual support of Navy Role 3 in Kandahar, including award of first ever contract for MRIs in theater**
- **Stood up R&D contracting and granting capability with people, processes and systems**
- **Awarded five new sets of Multiple Award Task Order (MATO) contracts for health care services:**
  - **Lemoore/Twenty-nine Palms Medical**
  - **Southwest Medical**
  - **Northeast Dental**
  - **Southeast Dental**
  - **Portsmouth Dental**
- **Investigational Research Omnibus Contract (IROC) in support of Clinical investigations Program (CIP)**
- **Executed 4,494 FY11 deobligations repurposing $126 mil for Navy Medicine**

Current Initiatives:

- **Execute POA&M for limited Head of Contracting Activity (HCA) function**
- **Real Time Locating System (RTLS)**
- **Next generation pharmacy automation systems**
- **Medical equipment maintenance and orthopedic implant strategic sourcing**

Healthcare Services Strategies

NMLC Code 07

Navy Medicine's cognizant technical manager for all healthcare services contracting initiatives

Code Mission:

- **Assist MTFs to define healthcare services requirements for Navy medicine based on determined needs**
- **Conduct and maintain healthcare services market research information to improve Navy Medicine's ability to accurately forecast cost and availability of services given current market conditions**
- **Provide final approval authority for technical specifications for all healthcare services contracts**
- **Collaborate with contracting office to support MTF's healthcare services contract administration needs**
- **Provide education and training to customers/stakeholders via:**
  - **Contracting Officer's Representative Course**
  - **NM MPT&E Classes (FMMTC, PAC, and AMDOC)**
  - **BUMED Symposiums (Resources Management & Logistics; Total Force)**
  - **Customer assist visits to MTFs**

Healthcare Services Strategies

Recent Successes/Improvements:

- **Continued support of special programs (OCO, PDHRA, PHTBI, WII, Medical Home)**
- **IDIQ contract for Pacific Rim**
- **PROFILE database**
- **MRI Technologist requirement for Afghanistan**
- **National Locum Tenens contract (short term staffing) for Physicians**
- **Project Management training for all Program Analysts within the directorate**

Current Initiatives:

- **Development of temporary (short-term) medical staffing vehicles (National BPAs, Home Basing, and Local BPAs)**
- **Changing methodology for MATO contracts to align with market**
- **Provide additional assistance to FLC Philadelphia for non-personal service contracts**
- **Healthcare services requirements acquisition planning for FY13 and beyond**
- **Specialized MTF workshops**

Medical Equipment & Logistics Solutions

NMLC Code 03

Responsible for development and management of medical and dental equipment execution plans and engineering specifications for shore facilities

Code Mission:

- **Provide clinical and biomedical engineering technical support as well as liaison with Navy Medicine Specialty Leaders for coordination of all equipment procurement and programs.**
- **Provide Program Management for all BSO18 Other Procurement Replacement and Modernization.**
- **Provide Program Management for all BSO18 Capital Replacement and Modernization.**
- **Designated as Navy's Field Operating Agency (FOA) and Navy Medicine's Lead Agent to DLA for executing the Vaccination / Immunization (FLU/H1N1) Distribution Strategy.**

Medical Equipment & Logistics Solutions

NMLC Code 03

Code Mission Cont.:

- **Designated as Navy's FOA and Service Representative Liaison at Defense Logistics Agency (DLA-TS) to implement and administer the Prime Vendor Generation IV Program for Pharmacy & Medical/Surgical.**
- **Designated as functional proponent and Program Manager for Digital Imaging Network/Picture Archiving Communication System (DINPACS) and Digital Dental Imaging (DDI) initiatives.**
- **Provide support for medical equipment security and information assurance.**
- **Conduct recurring Logistics Assist Visits (LAVs) in order to assist MTFs in achieving Total Asset Visibility and evaluate the effectiveness of their equipment and technology management (E&TM) processes.**
- **Provide Equipment and Maintenance Management including Accountable Personal Property Management FOA support to BSO-18 commands.**
- **Provides ET&M DMLSS and other Automated Identification**

Medical Equipment & Logistics Solutions

Recent Successes/Improvements:

- **Facilitated procurement of 3 Magnetic Resonance Imaging (MRI) systems for OEF**
- **Provided logistical support to Walter Reed National Military Medical Center at Bethesda**
- **Activated Item Unique Identification (IUID) capability of DMLSS at 24 out of 25 MTFs**
- **Conducted 13 Logistical Assist Visits (LAVs) in FY11**

Current Initiatives:

- **Implementing a Digital Imaging Archive solution to support a single-source destination for medical images and artifacts.**
- **Implementing Real Time Locating System (RTLS) technology to provide asset tracking capabilities across BSO-18**
- **Supporting the procurement of Pharmacy Automation across BSO-18 to minimize medication errors and increase throughput/efficiency**

Operational Forces Support

NMLC Code 04

Portal for worldwide Naval Operating Forces Medical Logistics Support

Code Mission:

- **Manage the Naval Authorized Medical & Dental Allowance Lists (AMAL/ADAL) Process in support of the Fleet Health Services Enterprise**

- **In coordination with Fleet Commander Surgeons and Shipbuilding Program Executive Officers, plan, generate, track, and expedite medical requirements for active fleet Shipboard Equipment Replacement. AMAL/ADAL allowance initial outfitting, Hospital Ship Equipment replacement and outfitting , and New Ship Construction & Overhaul procurement programs**

- **As the Medical In-Service Engineering Agent (ISEA) for Naval Sea Systems Command (NAVSEA) SHIPMAIN (configuration planning and management) program, utilizing Biomedical Equipment Technicians (BMETs) and Biomedical Engineers to design medical equipment spaces with shipbuilders for Ships**

Operational Forces Support

Recent Successes/Improvements

- **Fleet Authorized Dental Allowance List (ADAL) Review**
- **Submarine Forces Authorized Medical Allowance List (AMAL) Review**
- **FY-11: Executed 4,371 requirements totaling in excess of $20M supporting ship outfitting and equipment life cycle replacement programs**
- **FY-11: Processed 34,995 assemblage management actions and 1,489 National Stock Number (NSN) transactions to support DoD medical materiel cataloging**

Current Initiatives:

- **Medical Contingency Requirements Workflow (MCRW) development with the Defense Medical Logistics Proponents Committee (DMLPC) Readiness Requirements Team (RRT)**
  - **An IT enabled Work Flow Process that leverages enterprise clinical and logistics data and analytical modeling tools to forecast medical materiel requirements linked to user defined clinical capability requirements**
- **Hospital Ship Authorized Medical Allowance List (AMAL) Development Project with consultation to MSC HQ on platform equipment configuration, inventory and supply policy**
- **Establishing NMLC-04 as a Master Ordering Facility (MOF) through the Regional and Fleet Prime Vendor programs to support ordering and packaging, by medical capability, materiel to support pre-planned missions (contingency, pre-planned sustainment "hits," planned humanitarian civil assistance (HCA) missions and new ship construction.**

Logistics Business Systems

NMLC Code 06

Navy Medicine's lead representative for all matters pertaining to the integration of all logistics system solutions world-wide

- **Defense Medical Logistics Standard Support (DMLSS)**
- **Standard Procurement System (SPS)**
- **Wide Area Work Flow (WAWF)**

Code Mission:

- **Act as BUMED's Senior Service representative for configuration, control and integration for all Navy Medicine IT Logistics Systems solutions into Fleet, Fleet Marine Force and EMF Automated Information systems.**
- **Coordinate, communicate and represent the Navy Medical Department's logistics input, position, and policy pertaining to logistical and financial support.**
- **Provide ongoing and sustainment education and training for DMLSS, SPS, & WAWF to Navy Medicine Resource and Logistics**

Logistics Business Systems

Recent Successes/Improvements:

- **Upgraded all Navy sites to DMLSS 3.1.1, working ATO for 3.1.2 (GEN IV)**
- **Deployed SPS with a CITRIX solution reducing server footprint.**
- **Deployed Multiple appropriations capability within DMLSS.**
- **DMLSS JMAR PI PPE Dashboard high level visibility.**

Current Initiatives:

- **DMLSS deployment to Kandahar.**
- **Full DMLSS deployment to USNS Comfort testing underway.**
- **DMLSS GEN IV DIT and UAT Testing underway.**
- **DMLSS to WAWF Interface for PV GEN IV.**
- **DMLSS to SPS Multiple CLINS final testing underway.**
- **SPS Next New Contracting Writing System .**
- **New business processes for DoD Efficiencies Realization.**

Office of the General Counsel (OGC)

The Office of Counsel for NMLC is a component of the Navy OGC law firm and is a field office within the Office of Counsel of the Naval Supply Systems Command (NAVSUP)

Mission:

Its primary focus is the practice of preventive law, a concept analogous to preventive medicine. The office assesses legal risks and recommends safeguards before those risks transform into serious legal concerns. Through effective legal advice, advocacy and problem solving, the attorneys better enable their clients at NMLC, and throughout BSO-18, to accomplish their respective missions relating to the delivery of health care, medical logistics, acquisitions and contracting, human resources, and financial management.

- **The Office of Counsel consists of 2 Navy OGC attorneys who advise clients in these areas:**
- **Federal Acquisitions / Government Contracts**
- **GAO & Agency bid protests/contract claims & disputes**
- **Business/Commercial Law**
- **Fiscal and Appropriation Law**
- **Healthcare Delivery Law**
- **Civilian Labor Law***
- **Ethics/Standards of Conduct***

***NMLC clients only**

Command Operations

Goal is to weave all of the command's performance tools into an integrated, comprehensive management approach

Current Initiatives:

- **Quality Management System (QMS)**
  - **NMLC has maintained an ISO-registered QMS since 1999**
  - **Focus is on process definition, measurement and analysis of NMLC services, corrective and preventive actions, and continuous process improvement**
  - **Staff of 20 Internal Auditors and Corrective Action Team**

- **Managers' Internal Control Program**

- **NMLC Enterprise Business Environment (NEBE)**
  - **Efficient database solutions for internal processing and tracking of work**
  - **Correlating funding data, requirements data, and procurement data**
    - **Fleet Procurement Program and Shore Procurement Program**
    - **Acquisition Data System**
  - **Stand alone business processes, e.g., Vaccine Information and Logistics System (VIALS)**
  - **Customer access to pertinent data**

Expeditionary Medical Logistics Program Office (EML)

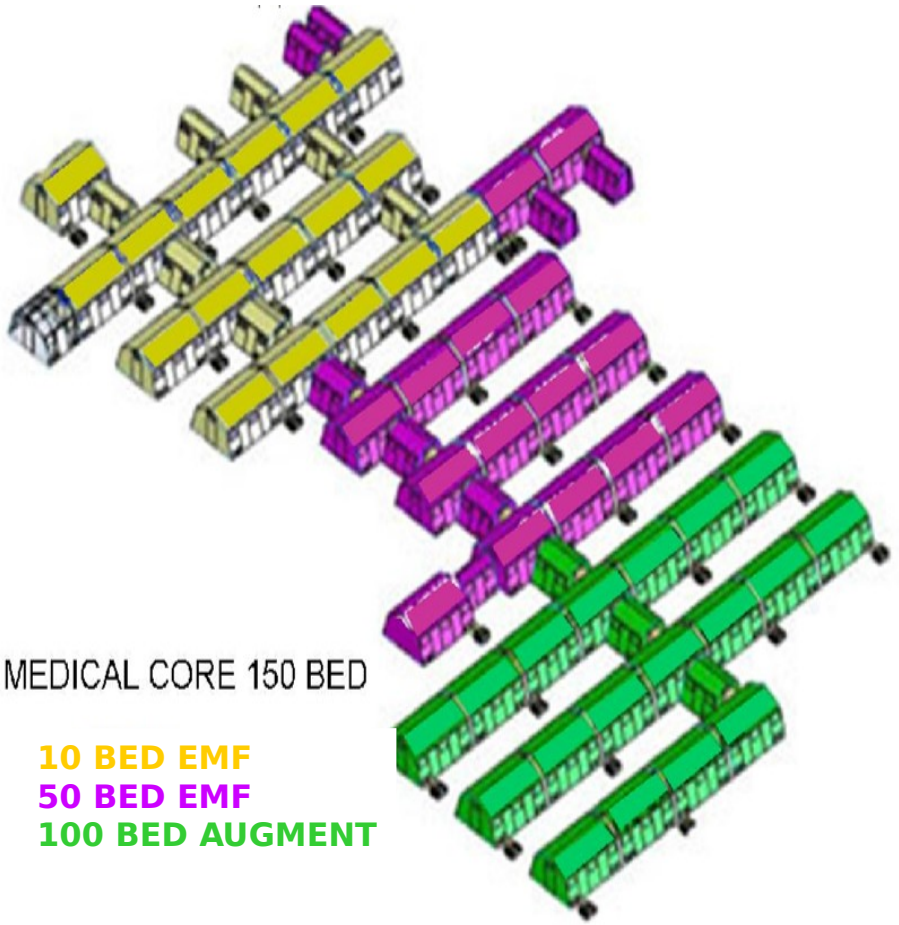
Collaborates with OPNAV and BUMED to provide comprehensive Integrated Logistics Support (ILS) to Expeditionary Medical Facilities (EMFs) and Forward Deployable Preventive Medicine Units (FDPMUs)

Core Mission:

- **Oversee Pre-stage planning and site-prep**
- **Coordinate sustainment / reconstitution planning**
- **Conduct Budget Planning for future EMFs and FDPMUs**

Recent Successes / Current Initiatives:

- **Outfitted Role 3 Kandahar facility**
- **Outfitting GTMO detainee medical facility**
- **Providing sustainment support for EMF Djibouti**
- **Turning over EMF Kuwait to U.S. Army**



NMLC STRATEGY MAP - 2012

Mission: As the Navy Medicine Center for Medical Logistics Expertise, we design, execute, and administer individualized state-of-the-art solutions to meet customers' medical materiel and healthcare service needs.

Vision: We will exceed customer and stakeholder expectations through value-added processes, services, and products.

Strategic Priorities	Value to Navy Medicine
Customer & Stakeholder Relationships	Strengthen our strategic partnerships and customer and stakeholder relationships to provide responsive, achievable medical logistics solutions
Quality Management	Embrace a vibrant Quality Management System to create strategies and methods for performance excellence, stimulate innovation and continual improvement, build knowledge and capabilities, and ensure organizational sustainability
Strategic Sourcing Solutions	Institute the infrastructure and processes for conducting Strategic Sourcing studies and analysis to determine the very best future medical material and health care service contracting strategies
Logistics & Acquisition Data Management	Improve the accuracy, availability, and transparency of medical logistics and acquisition data to increase Navy Medicine's technical expertise and market awareness
Workforce Focus	Engage and develop the NMLC workforce to utilize its full potential in alignment with carrying out the organization's mission and strategy

Strategic Priorities encompass performance improvement opportunities and staff/customer concerns identified by NMLC Leadership.

NMLC's VALUE TO NAVY MEDICINE

NMLC possesses a unique capability by centrally owning the technical, legal, and contracting execution arms for Navy Medicine.

Our total force of logistics and acquisition professionals works collaboratively with our Navy Medicine, R&D and Fleet Customers to develop and execute individualized state-of-the-art solutions to meet their medical materiel and healthcare service needs.

FINAL TAKE-AWAY

Expectations/Perceptions:

Clear and consistent communication pathways amongst the leadership of BUMED, Regions, MTFs, and NMLC regarding acquisition strategies is paramount in understanding and managing stakeholder expectations/perceptions.

Clinical Asset Management:

Data driven decisions and proper acquisition / life-cycle management planning will lead to a more robust medical equipment program with improved processes for procurement timelines, asset accountability and new emerging technology.

Acquisition Planning:

Proper acquisition planning, which aligns requirements with funds flow, along with involvement of key technical